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MEMORANDUM FOR: Deputy Director for Intelligence

SUBJECT : Proposed Management Structure and Allied
Matters Concerning Project SAFE

1. This memorandum presents for your consideration both a management structure and long-term administrative considerations which relate to the Central Reference Service proposal that the Office of Joint Computer Support of the Directorate of Administration assume responsibility for the systems development and eventual operation of your automated analytical facility referred to as project SAFE.

2. The management structure is designed to provide high-level participation by CRS personnel in areas vital to their interests, while, at the same time, ensuring OJCS management control over design and implementation. Specifically, Mr. [redacted] CRS, is proposed as the candidate for the position of Assistant Project Director/SAFE/Testing, and Mr. [redacted] CRS, is proposed to lead the Project Control office. Attached to this memorandum is an organizational schematic of the proposed management structure, a possible manning table for the structure, an identification of responsibilities for the senior positions, a list of possible assisting contractors, and biographic data on certain potential significant personnel.

3. With regard to selection of personnel, emphasis was placed on personnel with specialities and demonstrated performance in similar positions. Special consideration was given to the selection of top-level management personnel, resumes of whom can be found in the attachments. Also, the personnel selected can be readily processed for the special security clearances required. This is essential if the project organization is to be formed without unacceptable delays which could adversely impact the implementation schedule.

4. The size of the project office will vary, depending upon the manner in which we decide to use contractual services. The level of additional contract support personnel has not been estimated. Certain OJCS and CRS personnel have been identified as candidates for some positions on the SAFE project. If the OJCS people are assigned, we would need to retain their current slots and fill them with personnel from our career service or employment pipeline. As mentioned before, I do not believe we can provide any of the SAFE positions from the current OJCS Table of Organization. It is also possible that CRS personnel assigned to the Project office may require replacement slots.

5. It would appear obvious that any agreement between us on the assignment of management responsibility for the development and operation of SAFE should be made known to the Director. It is of equal

and mandatory significance that at that time the Director be made aware of the totality of the scope in undertaking the development of SAFE, as well as the fact that there are two other major matters of consideration now present that bear on OJCS as discussed in paragraph 9 below.

6. It is the considered and studied opinion of OJCS that the developmental phase for the various hardware/software modules that make up SAFE may well span a five-year period. A minimum of 17 staff positions will be needed for development of SAFE. The total of 17 includes 4 identified positions, along with their occupants presently in CRS of DDI. We would expect the positions and the incumbents to be transferred to OJCS. The additional 13 positions, along with the necessary ceiling, are non-existent and this Directorate has no capability of furnishing the ceiling. At the time the system is fully operational, it is the current judgment that it will take a total of 30 people to ensure its operation. To reach this total, the 13 positions here discussed will be recast to other duties and encumbered with different types of talents. Seventeen additional positions will then also be necessary to make the total of 30. It is further envisioned that as the system modules become operational, we will have to phase in these 17 positions to operate and maintain them. The incumbents of these positions will be involved in operating the software and hardware and the maintenance of the software/hardware and extensive numbers of terminals. These positions will have to be phased in near the end of the five-year developmental period. In giving approval to proceed with SAFE development, therefore, the Director must be made aware that he is concomitantly approving an immediate personnel increase of up to 17 positions with an eventual increase to 30. Over the long run, accordingly, increased Agency payroll costs for SAFE will eventually reach a minimum magnitude of \$500,000 per year.

7. Immediate and eventual space considerations are also involved. No available space currently exists to house the 17-person SAFE developmental unit and the hardware. It probably can be arranged within a reasonable period of time, but that act itself will incur an additional investment in funds. It is impossible at this time, for a variety of reasons, to define the ultimate characteristics of needed space when SAFE becomes an on-going operation. We cannot, at this time, identify the type of hardware that will eventually be used, but inasmuch as additional heavy-duty computers will undoubtedly be involved, we may also be faced with extensive utility expansion and upgrading to ensure necessary environmental conditions. OJCS estimates they could make a beneficial start on SAFE development with six weeks of receipt of approval, and, accordingly, the immediate space problem must soon be attacked.

8. Budgetary matters should also be discussed with the Director. If OJCS/DDA assumes SAFE development and responsibility, then it appears logical that they must assume the budget preparation and execution responsibility. This is not necessarily a welcomed development by this Directorate inasmuch as we are also carrying the budgeted

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monies for both CAMS and TADS automated system development and such steps continue to swell the size of the Directorate budget for purposes not organic to the Directorate itself. The Director should also be made aware that the current budget planning figures of some [] lacks, for understandable reasons, credibility. With the almost complete lack of definitiveness of both software design and hardware equipment, it is not reasonable to assume that a credible figure could now be devised. The problem of overall cost estimate is also exacerbated by the continuing inflationary problem that is with us and that, in turn, could be worsened if the development period is stretched out longer than now envisioned.

9. In presenting and discussing this matter with the Director, I would also feel under obligation to ensure that he understands two current but unrelated matters that bear on OJCS. Based on the known and reasonably predicted increased workload of OJCS, not including SAFE, this Directorate currently has a request pending asking the Director to obtain a reserve release of \$4.6 million for expansion and upgrading of OJCS. Secondly, there are many of us of the opinion that when this calendar year of investigations is behind us, there is a high probability of a massive file system restructuring of the Agency. Should this eventually come to fruition, it is an additional workload on the talents and resources of OJCS.

10. The Directorate position, to present a summation, is as follows. We are prepared to favorably respond to the CRS proposal to assume responsibility for the development and operation of SAFE. We do so, however, with the understanding that it is a major systems development and feel it incumbent upon us to make the Director aware of the totality of the immediate and long-range resources requirements involved to the degree that we can now identify them. He must also be aware that SAFE, in essence, is a stand-alone system and that there are other concomitant needs for OJCS which must receive equal and current attention.

John F. Blake
Deputy Director
for
Administration

Atts

DD/A:JFBlake:kmg (4 Mar 75)

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2	Mr. Blake	3/4	<i>[Signature]</i>
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Remarks:

Attached prepared by Mr. LJD.

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OJCS 318-75
27 February 1975

MEMORANDUM FOR: Deputy Director for Administration

SUBJECT : Proposed Personnel Organization for the
Development of SAFE

1. The Attachments are provided as a basis for our discussions on 28 February 1975. They contain a proposed SAFE Project management structure, including the names of qualified personnel potentially available for assignment to the SAFE Project management office. In addition, a list of cleared contractors is provided which could be sources of qualified contractual support personnel.

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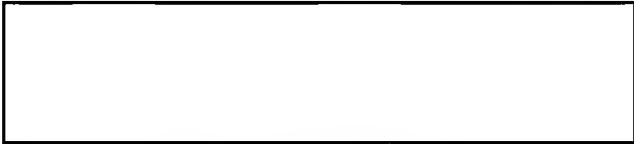
2. The management structure is designed to provide high level participation by CRS personnel in areas vital to their interests, while, at the same time, ensuring OJCS management control over design and implementation. Specifically, [redacted] CRS, is proposed as the candidate for the position of Assistant Project Director/SAFE/Testing, and Mr. [redacted] CRS, is proposed to lead the Project Control office. ~~The principal functions of these two positions are described in the Attachments.~~

3. With regard to selection of personnel, emphasis was placed on personnel with specialties and demonstrated performance in similar positions. Special consideration was given to the selection of top-level management personnel, resumes of whom can be found in the Attachments. Also, the personnel selected can be readily processed for the special security clearances required. This is essential if the project organization is to be formed without unacceptable delays which could adversely impact the implementation schedule.

4. The contents of the Attachments reflect initial OJCS views on the subject and have not been discussed with CRS officials. Furthermore, since the management issue is still unresolved, no commitments have been made to any of the personnel listed, although I have discussed the project in general terms with some of these listed. The personnel listed represent the nucleus of personnel who possibly could be assigned to the project. The size of the project office will vary, depending upon the manner in which we decide to use contractual services. The level of additional contract support

personnel has not been estimated. Certain OJCS and CRS personnel have been identified as candidates for some positions on the SAFE Project. If the OJCS people are assigned, we would need to retain their current slots and fill them with personnel from our career service or employment pipeline. As mentioned before, I do not believe we can provide any of the SAFE positions from the current OJCS Table of Organization. It is also possible that CRS personnel assigned to the Project office may require replacement slots.

Dele { 5. In closing, I would like to again emphasize my belief that SAFE implementation is properly within the OJCS mission area. It is essential that we fulfill this mission to maintain our credibility, improve our morale and enhance our professional competence, and to better prepare us for the future task of upgrading the Agency's filing system. } STATINTL

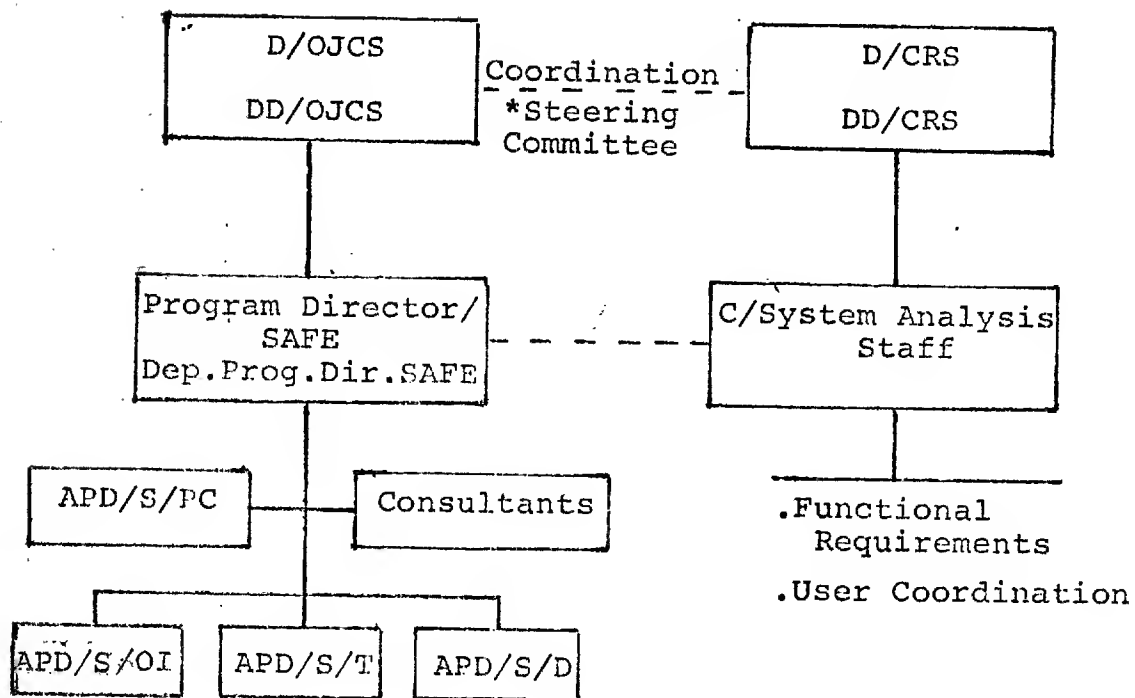

HARRY E. FILLWATER
Director of Joint Computer Support

Attachments: a/s

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SAFE
Organizational Structure



* D/CRS Chairman

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